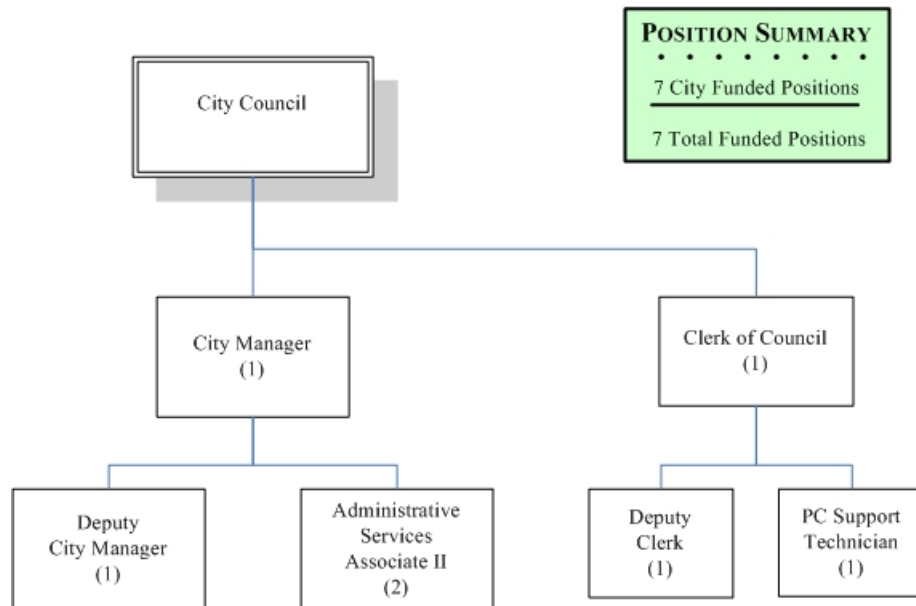




COUNCIL/MANAGER OFFICES





Council/Manager Offices. Consists of the City Council, Clerk of Council, City Manager and Legislative Liaison. The Council is the City's legislative body elected to accomplish City Charter-prescribed responsibilities. The Clerk is appointed by City Council to maintain and preserve the official records of City Council proceedings. The City Manager is the City's chief administrative officer who oversees the day-to-day operations of the City and who studies and proposes solutions for community needs and programs; prepares the annual budget; interprets City Council actions for operating departments, outside organizations, and citizens; and provides leadership in executing Council policies.

	Actual FY 2005	Adopted FY 2006	Revised Estimate FY 2006	Department Requested FY 2007	Manager's Proposed FY 2007
POSITION SUMMARY					
City Funded Full-Time	8	7	7	7	7
TOTAL FTE	8	7	7	7	7
BUDGET SUMMARY					
Salaries	\$507,032	\$505,112	\$573,567	\$511,165	\$511,165
Employee Benefits	150,729	141,166	159,283	160,906	160,906
Contractual Services					
Maintenance and Repair	217	0	0	250	250
Legal	64	96	96	96	96
Printing/Binding	594	1,500	2,500	1,943	1,943
Advertising and Public Relations	6,549	6,500	7,100	6,800	6,800
Legislative Liaison	86,477	77,800	83,028	79,600	79,600
Other Charges					
Supplies and Materials	8,024	8,810	15,478	10,945	10,945
Training and Conferences	19,881	30,025	31,025	31,275	31,275
Telecommunications	1,487	1,160	1,760	1,640	1,640
Postage and Mailing	722	1,274	1,274	1,303	1,303
Dues & Memberships	45,604	47,436	47,936	52,035	52,035
Courtesies to Guests	637	1,000	1,000	1,000	1,000
Miscellaneous	599	800	800	800	800
Rental and Leases	0	0	1,000	0	0
TOTAL	\$828,616	\$822,679	\$925,847	\$859,758	\$859,758

***Council/Manager Offices Budget Description***

The Department Requested FY 2007 Council/Manager Offices budget of \$859,758 represents a 4.51% increase of \$37,079 as compared to the Adopted FY 2006 budget of \$822,679.

Significant changes introduced in the Department Requested FY 2007 budget include:

- \$25,793 increase in Salaries and Employee Benefits reflecting FY 2006 compensation adjustments, increased insurance premiums and the end of the life insurance premium holiday.
- \$5,000 increase in Dues and Memberships for participation in the ICMA Center for Performance Measurement.

All major items requested were proposed by the City Manager for funding.

Funding for the Neighborhood Alliance Network has been moved from this budget to the City/Federal/State Aid Fund.

Council/Manager Offices Performance Measures**Goal 1:**

Process City Council minutes in a timely manner.

Objective:

Draft minutes forwarded to City Council within 15 days.

Performance Measure:	Projected FY 2005	Actual FY 2005	Target FY 2006	Projected FY 2007
Minutes processed	52	51	51	51

Goal 2:

Process ordinances and resolutions in a timely manner.

Objective:

Process ordinances and resolutions within two weeks of meeting.

Performance Measure:	Projected FY 2005	Actual FY 2005	Target FY 2006	Projected FY 2007
Ordinances/resolutions processed	100	171	150	150

Goal 3:

City Manager - Process City Council regular meeting agenda packets in a timely manner.

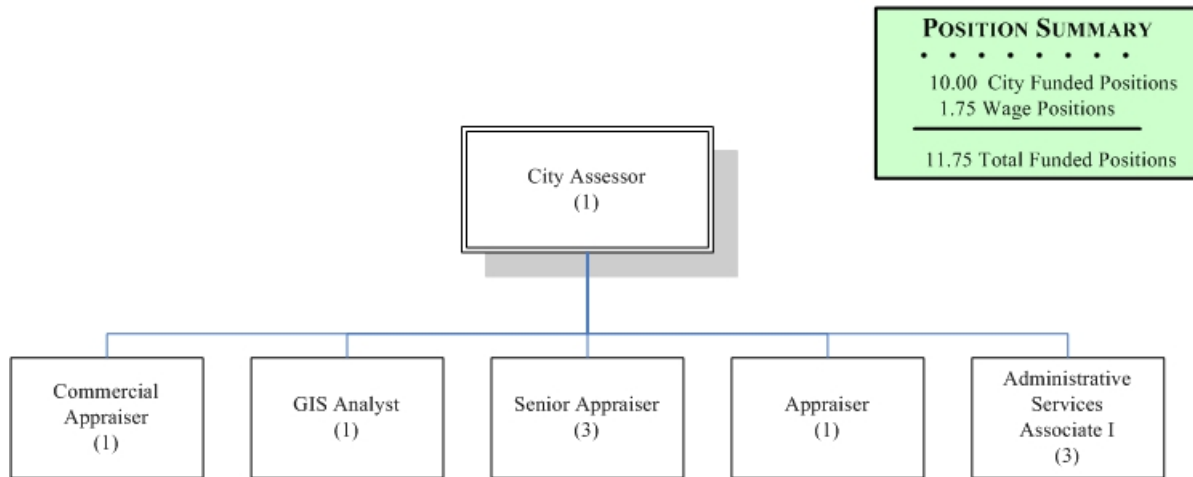
Objective:

Agenda packets delivered to City Council on Thursday prior to a regular Council meeting.

Performance Measure:	Projected FY 2005	Actual FY 2005	Target FY 2006	Projected FY 2007
Regular meeting agenda packets delivered	19	21	21	21



CITY ASSESSOR





City Assessor. Maintains and updates ownership and physical characteristic records for approximately 29,000 property parcels and provides assessments for the properties. New construction and additions to properties are recorded and valued by the appraisers. The City Assessor also administers the Land Use Program and the Rehabilitated Tax Exemption Program. The office provides assistance to the public, other City departments, and various local, state and federal agencies. This division has a wealth of information and resources that are utilized by those in the real estate profession and related fields.

	Actual FY 2005	Adopted FY 2006	Revised Estimate FY 2006	Department Requested FY 2007	Manager's Proposed FY 2007
POSITION SUMMARY					
City Funded Full-Time	11.00	11.00	11.00	11.00	10.00
City Funded Seasonal Wage	1.75	1.75	1.75	1.75	1.75
TOTAL FTE	12.75	12.75	12.75	12.75	11.75
BUDGET SUMMARY					
Salaries	\$490,982	\$513,395	\$513,395	\$512,110	\$477,161
Employee Benefits	158,221	165,406	165,406	186,883	172,682
Contractual Services					
Maintenance and Repair	308	250	250	19,550	19,550
Printing and Binding	0	500	500	500	500
Advertising and Public Relations	132	500	500	250	250
Software Purchases	17,611	17,000	17,000	15,000	0
Internal Service Charges					
Fleet Service Charges	0	0	0	8,433	8,433
Other Charges					
Supplies and Materials	4,680	5,061	5,061	5,157	5,157
Training and Conferences	10,243	15,350	15,350	17,066	17,066
Telecommunications	488	460	460	150	150
Postage and Mailing	10,147	10,915	10,915	12,210	12,210
Dues & Memberships	1,706	2,134	2,134	2,976	2,976
Miscellaneous	211	2,200	2,200	400	400
Capital Outlay	0	0	0	65,000	65,000
TOTAL	\$694,729	\$733,171	\$733,171	\$845,685	\$781,535

**City Assessor Budget Description**

The Department Requested FY 2007 City Assessor budget of \$845,685 represents a 15.35% increase of \$112,514 as compared to the Adopted FY 2006 budget of \$733,171.

Significant changes introduced in the Department Requested FY 2007 budget include:

- \$36,572 increase in Salaries and Employee Benefits reflecting FY 2006 compensation adjustments, increased health insurance premiums and the end of the life insurance premium holiday.
- \$16,380 decrease in Salary Supplements, reflecting the request for City-issued vehicles for the field work of the appraisers and the end of paying gas allowances for use of personal vehicles.
- \$19,300 increase in Software Maintenance to reflect the correct budget detail code for maintenance fees associated with existing software.
- \$73,433 in Fleet Service Charges and Capital Outlay reflecting the purchase of 5 vehicles for appraisers' field work, with associated fleet costs.
- \$2,166 increase in Travel & Training reflecting rising travel costs and required training to maintain licenses.

Major items requested not proposed by the City Manager for funding include:

- \$49,150 reduction in Salaries and Benefits to eliminate the Administrative Support Associate IV position.
- \$15,000 reduction in Software Purchases for Parcel Analyst software.

City Assessor Performance Measures**Goal 1:**

Assess all real property within the City of Lynchburg, fairly and equitable, at fair-market value.

Objective:

Completion of the 2005 general reassessment with values based on real estate market trends and sales in area.

Performance Measure:	Projected FY 2005	Actual FY 2005	Target FY 2006	Projected FY 2007
Assessment-Sales Ratio of 95%	88%	89%	95%	95%

Goal 2:

Enhanced use of GIS (Geographic Information System) in valuing property and performing statistical data analysis.

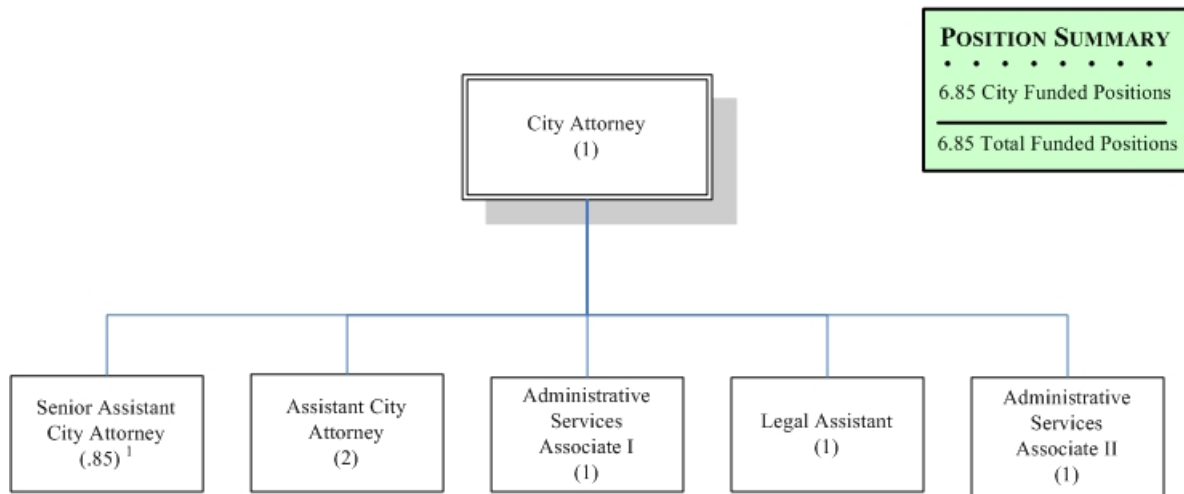
Objective:

Clean up data in GIS to achieve a one-to-one match of assessed parcels vs. mapped parcels; clean up addresses contained in GIS and in CAMA software.

Performance Measure:	Projected FY 2005	Actual FY 2005	Target FY 2006	Projected FY 2007
a. One-to-One match between assessed & mapped parcels	One-to-one match	99% complete	One-to-one match complete	One-to-one match complete
b. Each and every parcel in City has a verifiable address	95% complete	95% complete	All property has correct address and duplicate fields are eliminated in multiple systems.	All property has correct address and duplicate fields are eliminated in multiple systems.



CITY ATTORNEY



1. Note: .15 FTE Assigned to Risk Management Budget.



City Attorney. Provides legal services to City Council, the City Manager, City departments and agencies as well as the Lynchburg School Board. Services include rendering formal and informal opinions; recommending appropriate legal changes in the City Code, regulations and policies; advising of changes in law which affect the City; drafting ordinances, resolutions, Charter revisions, proposed legislation, contracts, deeds, leases and other legal documents; handling real estate matters, including necessary title examinations, negotiations and closings; prosecuting and defending lawsuits on behalf of the City; supervising the City's Risk Management activities and the Self-Insurance Plan; and reviewing bills which concern the City.

	Actual FY 2005	Adopted FY 2006	Revised Estimate FY 2006	Department Requested FY 2007	Manager's Proposed FY 2007
POSITION SUMMARY					
City Funded Full-Time	6.85	6.85	6.85	7.85	6.85
TOTAL FTE	6.85	6.85	6.85	7.85	6.85
BUDGET SUMMARY					
Salaries	\$356,960	\$357,688	\$357,688	\$418,363	\$364,845
Employee Benefits	115,840	119,301	119,301	154,399	134,621
Contractual Services					
Professional Services	3,000	3,000	3,000	3,000	3,000
Advertising and Public Relations	0	750	750	750	750
Other Charges					
Office Supplies	3,949	5,287	5,287	5,550	5,550
Books and Publications	19,646	20,824	20,824	22,906	22,906
Minor Equipment and Tools	1,884	1,600	5,600	1,600	1,600
Training and Conferences	9,595	10,302	10,302	13,990	11,725
Telecommunications	229	400	400	400	400
Postage and Mailing	343	817	817	861	861
Dues & Memberships	2,227	2,315	2,315	3,038	2,431
TOTAL	\$513,673	\$522,284	\$526,284	\$624,857	\$548,689

City Attorney Budget Description

The Department Requested FY 2007 City Attorney budget of \$624,857 represents a 19.64% increase of \$102,573 as compared to the Adopted FY 2006 budget of \$522,284.

Significant changes introduced in the Department Requested FY 2007 budget include:

- \$112,954 increase in Salaries and Employee Benefits reflecting the addition of a new Assistant City Attorney position, FY 2006 compensation adjustments, increased health insurance adjustments and the end of the life insurance premium holiday.
- \$3,688 increase in Training and Conferences for the new Assistant City Attorney position and overall projected increases of 5%.
- \$2,082 increase in Books and Publications reflecting the estimated rise in legal publication costs.

Major item requested not proposed by the City Manager for funding:

- \$76,168 reduction in Salary and Benefits to eliminate a new Assistant City Attorney position.



City Attorney Performance Measure

Goal 1:

To provide the best possible legal counsel and representation to the City, its departments and employees in support of their mission to create a safe, productive and harmonious community.

Objectives:

To provide timely responses to all requests for legal opinions and advice from the City Council, City Manager and City departments and agencies.

To handle real estate matters, including title examinations, preparation of documents and conducting closings, in a timely manner.

To ensure that civil litigation brought by or against the City consistently processes to a favorable conclusion.

Performance Measure:

No later than September 1 of each year, the City Attorney's Office will prepare an annual report for City Council summarizing the legal services provided by the Office during the preceding year, including a statement of opinions given upon City business, real estate matters handled and lawsuits ended and pending.

Projected FY 2005
Complete

Actual FY 2005
Complete

Target FY 2006
Complete

Projected FY 2007
Complete



Self Insurance. The Risk Management Program established by City Council effective January 1, 1986, is an alternative to the routine procurement of general liability and automobile liability insurance policies from commercial insurance companies. The program is funded through annual contributions from the General Fund, Utility Funds, Airport Fund, Regional Juvenile Detention Fund and Self-Insurance Fund interest income. The claims placed in this fund are expended in lieu of insurance to settle liability claims filed against the City.

	Actual FY 2005	Adopted FY 2006	Revised Estimate FY 2006	Department Requested FY 2007	Manager's Proposed FY 2007
BUDGET SUMMARY					
Other Charges					
Self Insurance Payment	\$559,101	\$568,752	\$568,752	\$647,800	\$609,760
TOTAL	\$559,101	\$568,752	\$568,752	\$647,800	\$609,760

Self Insurance Budget Description

The Department Requested FY 2007 Self Insurance budget of \$647,800 represents a 87.8% increase of \$79,048 as compared to the Adopted FY 2006 budget of \$568,752.

Significant changes introduced in the Department Requested FY 2007 budget include:

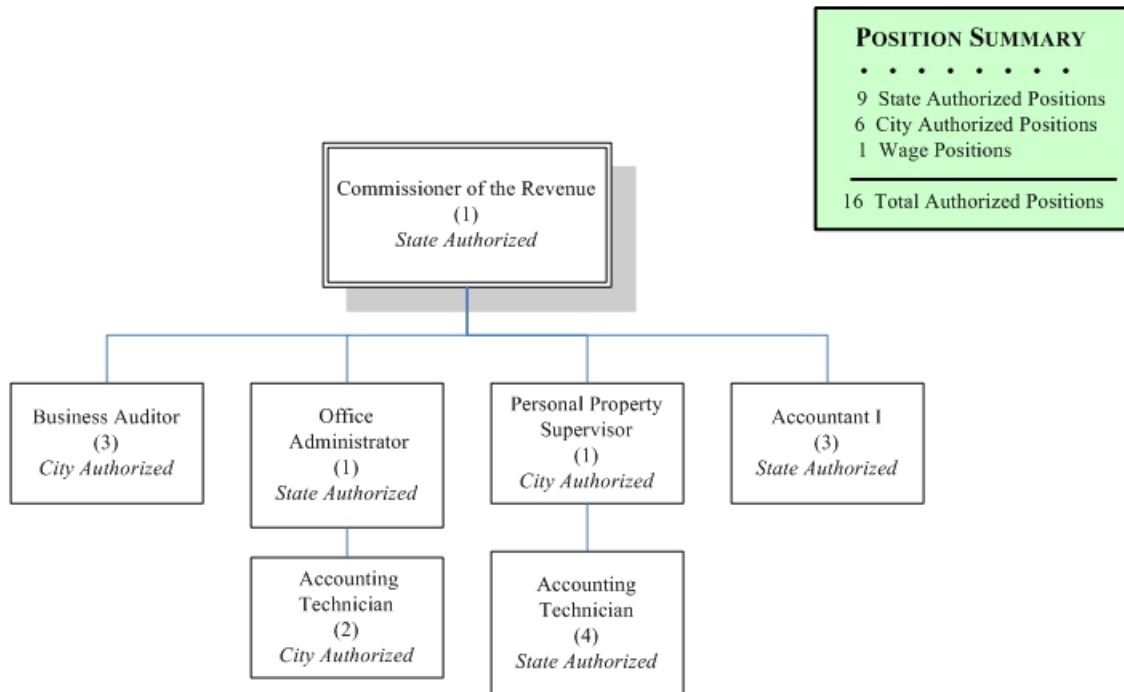
- \$79,048 increase in Self-Insurance Payments reflects the rising cost of insurance premiums.

Major item requested not proposed by the City Manager for funding:

- \$38,040 reduction in insurance premiums based on changes in deductibles that are more in line with other localities.



COMMISSIONER OF THE REVENUE





Commissioner of Revenue. A State Constitutional Office. Elected by City residents, the Commissioner assesses personal property, machinery/tools, business/professional licenses, bank stock tax, public service corporations, meals, lodging, amusement and income taxes. The Commissioner prepares and audits State income tax returns, administers tax relief for the elderly, furnishes information on local and State tax issues, and maintains the automotive decal file.

	Actual FY 2005	Adopted FY 2006	Revised Estimate FY 2006	Department Requested FY 2007	Manager's Proposed FY 2007
POSITION SUMMARY					
City Authorized	6	6	6	6	6
State Authorized	9	9	9	9	9
Wage	1	1	1	1	1
TOTAL FTE	16	16	16	16	16
BUDGET SUMMARY					
Salaries	\$463,665	\$518,668	\$518,668	\$538,261	\$531,261
Employee Benefits	163,611	186,520	186,520	212,036	212,036
Contractual Services					
Maintenance and Repair	0	1,100	1,100	575	575
Advertising and Public Relations	1,908	2,300	2,300	800	800
Miscellaneous	10,183	6,000	6,000	5,100	5,100
Other Charges					
Supplies and Materials	12,174	12,825	12,825	12,350	12,350
Training and Conferences	6,730	6,500	6,500	7,000	7,000
Telecommunications	1,315	1,155	1,155	1,005	1,005
Postage and Mailing	24,106	22,475	22,475	17,420	17,420
Dues & Memberships	685	540	540	610	610
Rental and Leases	4,843	5,241	5,241	5,000	5,000
Capital Outlay	0	0	0	62,525	0
	\$689,220	\$763,324	\$763,324	\$862,682	\$793,157
Less Revenues from the Commonwealth	(157,098)	(166,568)	(166,568)	(165,000)	(165,000)
TOTAL CITY COST	\$532,122	\$596,756	\$596,756	\$697,682	\$628,157

Commissioner of the Revenue Budget Description

The Department Requested FY 2007 Commissioner of the Revenue budget of \$862,682 represents a 13.02% increase of \$99,358 as compared to the Adopted FY 2006 budget of \$763,324.

Significant changes introduced in the Department Requested FY 2007 budget include:

- \$45,109 in Salaries and Employee Benefits reflecting FY 2006 compensation adjustments, increased health insurance premiums and the end of the life insurance premium holiday.
- \$5,055 in Other Charges- Postage and Mailing Services reflecting decreased mailing cost associated with eliminating the personal property filing requirement.
- \$62,525 in Capital Outlay reflecting the need to replace office furniture.

Major items requested not proposed by the City Manager for funding include:

- \$7,000 reduction in Salaries for Wage funding.
- \$65,000 reduction in Capital Outlay eliminating replacement office furniture.

**Commissioner of Revenue Performance Measures****Goal 1:**

Ensure all personal property is filed for taxation on or before April 15th or within 30 days of acquiring property or moving into the City of Lynchburg.

Objective:

Utilize information provided the Department of Motor Vehicles, Department of Taxation, apartment complexes, mobile home parks, Department of Inland Game and Fisheries, Circuit Court Clerks, real estate transfers, City of Lynchburg utility records and citizens to identify and assess personal property tax.

Performance Measure:	Projected FY 2005	Actual FY 2005	Target FY 2006	Projected FY 2007
New Decal Sales	49,150	49,305	49,640	0 ¹
Personal Property Tax	\$9,437,858	\$12,003,204	\$10,999,807	\$12,803,698

¹ Vehicle decals have been replaced by a vehicle license fee.

Goal 2:

Ensure all businesses file equipment for business personal property tax and obtain all required licenses. Ensure all utility, meals, amusement and lodging taxes are remitted.

Objective:

Utilize information provided by business owners, Department of Taxation, Department of Motor Vehicles, Alcohol Beverage Control Board, Chamber of Commerce, Community Planning and Development, and citizens to identify and assess business license, utility, meals, amusement and lodging taxes.

Performance Measure:	Projected FY 2005	Actual FY 2005	Target FY 2006	Projected FY 2007
Utility	\$6,752,383	\$6,792,423	\$7,232,559	\$7,256,600
Business License	\$6,394,816	\$6,648,555	\$6,814,811	\$6,907,118
Meals Tax	\$8,785,947	\$8,618,611	\$8,873,700	\$9,242,200
Lodging	\$1,447,197	\$1,392,745	\$1,476,141	\$1,487,008
Amusement	\$344,382	\$342,823	\$392,000	\$339,000

Goal 3:

Conduct 46 compliance audits of local businesses.

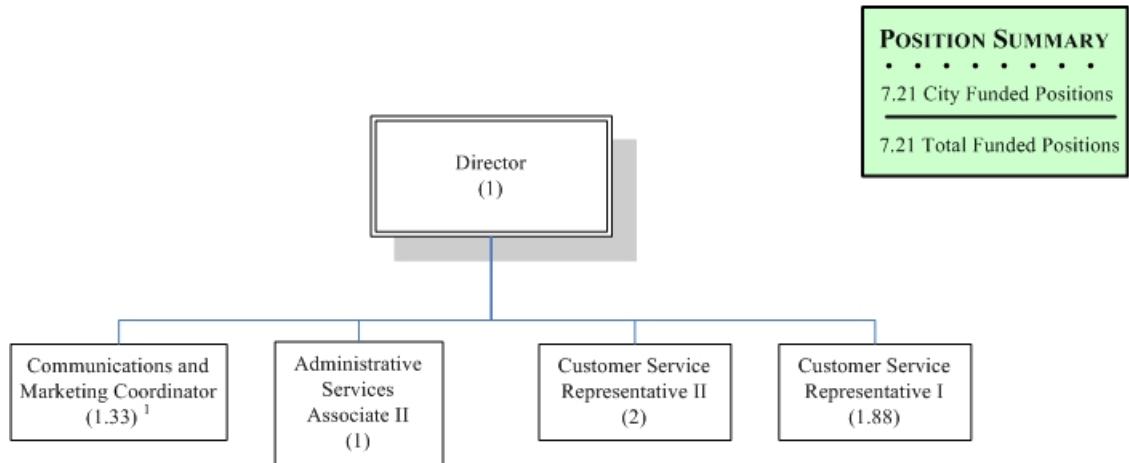
Objective:

Ensure compliance with business license and business personal property requirements.

Performance Measure:	Projected FY 2005	Actual FY 2005	Target FY 2006	Projected FY 2007
Number of audits	25	40	46	60



COMMUNICATIONS AND MARKETING
(including Citizens First Customer Service Center)



1. One Position shared among three departments:
.33 FTE position assigned to Communications and Marketing
.33 FTE position assigned to Waste Management
.34 FTE position assigned to Utilities (Water Fund)



Communications and Marketing and Citizens First Customer Service Center

	Actual FY 2005	Adopted FY 2006	Revised Estimate FY 2006	Department Requested FY 2007	Manager's Proposed FY 2007
POSITION SUMMARY					
City Funded Full-Time	5.33	5.33	5.33	5.33	5.33
City Funded Part-Time	0.00	0.00	1.88	1.88	1.88
City Funded Non-Seasonal Wage	1.88	1.88	0.00	0.00	0.00
TOTAL FTE	7.21	7.21	7.21	7.21	7.21
BUDGET SUMMARY					
Salaries	\$225,557	\$235,081	\$235,081	\$246,530	\$246,530
Employee Benefits	65,169	74,389	74,389	86,682	86,682
Contractual Services					
Maintenance and Repair	0	3,525	3,525	3,600	3,600
Printing and Binding	930	9,841	9,841	6,765	6,765
Advertising	12,276	14,606	14,606	15,000	15,000
Public Relations	11,511	13,000	16,958	20,000	13,000
Miscellaneous	1,103	425	425	10,500	500
Other Charges					
Supplies and Materials	10,820	11,087	11,087	12,600	9,400
Training and Conferences	5,591	7,850	7,850	8,450	7,950
Telecommunications	471	650	650	700	700
Postage and Mailing	655	435	435	700	700
Dues & Memberships	725	1,098	1,098	1,218	1,218
Courtesies to Guests	2,400	3,458	3,458	3,658	2,758
Miscellaneous	3,203	8,500	12,204	9,000	9,000
Capital Outlay	230	0	0	0	0
TOTAL	\$340,641	\$383,945	\$391,607	\$425,403	\$403,803



Communications and Marketing. Focuses on proactive communication with City Council, citizens, employees and others. Efforts are concentrated on public information and assistance for departments and staff, media relations as well as neighborhood, business, Internet/Intranet, Cable Channel 7 and employee communications.

	Actual FY 2005	Adopted FY 2006	Revised Estimate FY 2006	Department Requested FY 2007	Manager's Proposed FY 2007
POSITION SUMMARY					
City Funded Full-Time	3.33	3.33	3.33	3.33	3.33
TOTAL FTE	3.33	3.33	3.33	3.33	3.33
BUDGET SUMMARY					
Salaries	\$134,262	\$138,476	\$138,476	\$139,556	\$139,556
Employee Benefits	41,669	49,364	49,364	57,664	57,664
Contractual Services					
Printing and Binding	0	8,978	8,978	5,865	5,865
Advertising	11,221	13,606	13,606	14,000	14,000
Public Relations	11,511	13,000	16,958	20,000	13,000
Miscellaneous	1,103	425	425	10,500	500
Other Charges					
Supplies and Materials	7,743	9,397	9,397	8,900	5,700
Training and Conferences	4,924	5,200	5,200	5,700	5,200
Telecommunications	364	530	530	550	550
Postage and Mailing	654	350	350	600	600
Dues & Memberships	725	1,098	1,098	1,218	1,218
Courtesies to Guests	2,400	3,458	3,458	3,658	2,758
Miscellaneous	3,203	8,500	12,204	9,000	9,000
Capital Outlay	230	0	0	0	0
TOTAL	\$220,009	\$252,382	\$260,044	\$277,211	\$255,611



Citizens First Customer Service Center. The mission of the Center is to respond to each citizen interaction through the provision of accurate, timely and easily understood information.

	Actual FY 2005	Adopted FY 2006	Revised Estimate FY 2006	Department Requested FY 2007	Manager's Proposed FY 2007
POSITION SUMMARY					
City Funded Full-Time	2.00	2.00	2.00	2.00	2.00
City Funded Part-Time	0.00	0.00	1.88	1.88	1.88
City Funded Non-Seasonal Wage	1.88	1.88	0.00	0.00	0.00
TOTAL FTE	3.88	3.88	3.88	3.88	3.88
BUDGET SUMMARY					
Salaries	\$91,295	\$96,605	\$96,605	\$106,974	\$106,974
Employee Benefits	23,500	25,025	25,025	29,018	29,018
Contractual Services					
Maintenance and Repair	0	3,525	3,525	3,600	3,600
Printing and Binding	930	863	863	900	900
Advertising and Public Relations	1,055	1,000	1,000	1,000	1,000
Other Charges					
Supplies and Materials	3,077	1,690	1,690	3,700	3,700
Training and Conferences	667	2,650	2,650	2,750	2,750
Telecommunications	107	120	120	150	150
Postage and Mailing	1	85	85	100	100
TOTAL	\$120,632	\$131,563	\$131,563	\$148,192	\$148,192

***Communications and Marketing and Citizens First Budget Description***

The Department Requested FY 2007 Communications and Marketing and Citizens First budget request of \$425,403 represents an increase of 9.75% or \$41,458 as compared to the Adopted FY 2006 budget of \$383,945.

Significant changes introduced in the Department Requested FY 2007 budget include:

- \$23,742 increase Salaries and Benefits reflecting FY 2006 compensation adjustments, increased health insurance premiums and the end of the life insurance premium holiday.
- \$7,000 increase in Public Relations for a marketing plan.
- \$10,075 increase in Miscellaneous Contractual Services to fund an upgrade to the content manager software for improved productivity and accessibility to the Internet/Intranet.

Major items requested not proposed by the City Manager for funding include:

- \$7,000 reduction in Public Relations for a marketing plan.
- \$10,000 reduction in Software Purchases for website upgrades.
- \$3,200 reduction in Minor Equipment/Tools for the purchase of a video camera.
- \$500 reduction in Training & Conferences for training materials.
- \$900 reduction in Courtesies to Guests.

Communications and Marketing and Citizens First Customer Service Center Performance Measures**Goal 1:**

To take ownership of each call, manage each request correctly, dispatch efficiently and communicate to ensure citizens satisfaction.

Objective:

To achieve a high level of citizen satisfaction with the City's customer service efforts.

Performance Measure:	Projected FY 2005	Actual FY 2005	Target FY 2006	Projected FY 2007
Increase by 3% the percentage of citizens rating the City's customer service in the excellent to good range.	62%	62%	Approval rating of 65%	65%

Goal 2:

Increase citizen awareness, knowledge, and understanding of its government processes, programs, services, and activities.

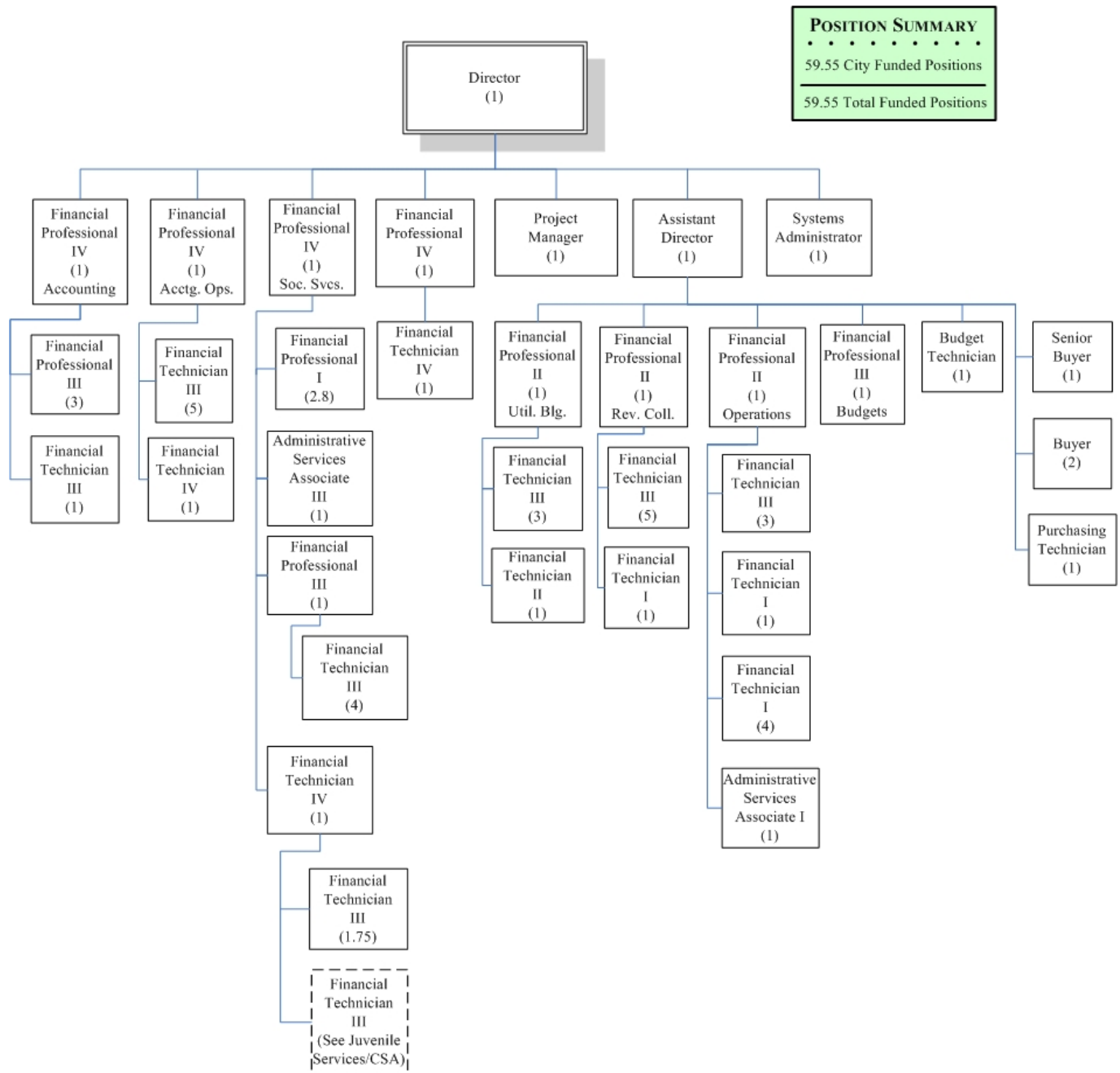
Objective:

Continue the Citizens Academy and the publication of the Source newsletter.

Performance Measure:	Projected FY 2005	Actual FY 2005	Target FY 2006	Projected FY 2007
Increase by 4% the percentage of citizens rating the City's public information services in the excellent to good range.	61%	61%	Approval rating of 65%	65%



FINANCIAL SERVICES





Financial Services. Comprised of the Office of the Director, Accounting, Billings & Collections, Budget and Procurement Divisions. The Human Services Financial Division has been added to the Financial Services Department budget in FY 2007.

	Actual FY 2005	Adopted FY 2006	Revised Estimate FY 2006	Department Requested FY 2007	Manager's Proposed FY 2007
POSITION SUMMARY					
City Funded Full-Time	50.00	49.00	49.00	60.00	58.00
City Funded Part-Time	0.00	0.00	0.00	2.05	1.55
TOTAL FTE	50.00	49.00	49.00	62.05	59.55
BUDGET SUMMARY					
Salaries	\$1,695,374	\$1,746,216	\$1,786,262	\$2,327,600	\$2,240,504
Employee Benefits	592,931	643,075	659,406	921,178	904,447
Contractual Services					
Maintenance and Repair	13,438	12,300	14,316	8,554	8,554
Professional	4,104	17,000	17,000	10,500	10,500
Auditing	66,692	180,129	217,879	180,129	65,129
Fiscal	30,000	30,000	30,000	32,000	32,000
Temp. Personnel	12,594	12,000	12,000	5,000	3,000
Printing and Binding	4,416	10,113	10,113	14,470	14,470
Advertising and Public Relations	2,138	2,500	2,500	3,900	3,900
Banking Services	71,821	69,904	71,154	71,400	71,400
Miscellaneous	27,738	4,058	11,206	2,865	2,865
Other Charges					
Forms & Stationery	23,736	52,503	52,503	31,542	31,542
Office Supplies	23,208	14,400	14,400	24,371	24,371
Supplies and Materials	26,427	36,255	76,255	40,675	40,675
Training and Conferences	36,575	66,305	66,305	80,245	79,245
Telecommunications	981	1,340	1,340	1,490	1,490
Postage and Mailing	166,438	166,950	166,950	191,195	191,195
Inventory	1,708	2,900	2,900	2,000	2,000
Dues & Memberships	3,333	4,690	4,690	6,774	6,774
Courtesies to Guests	42	0	0	0	0
Miscellaneous	555	550	550	650	650
Rental and Leases	19,997	20,839	22,188	23,564	23,564
Capital Outlay	0	21,210	21,210	0	0
TOTAL	\$2,824,246	\$3,115,237	\$3,261,127	\$3,980,102	\$3,758,275
Less Revenues from Finance Social Services - Federal	0	0	0	(284,085)	(267,975)
Less Revenues from Finance Social Services - State	0	0	0	(67,639)	(67,639)
Less Revenues from Finance Juvenile Services - State	0	0	0	(12,000)	(12,000)
TOTAL CITY COST	\$2,824,246	\$3,115,237	\$3,261,127	\$3,616,378	\$3,410,661



Financial Services – Office of the Director. Responsible for the overall planning and leadership to prudently manage financial operations and to recommend and implement sound fiscal policies. In addition, long-range financial planning, debt management and coordination of the annual audit are major responsibilities of the Office of the Director.

	Actual FY 2005	Adopted FY 2006	Revised Estimate FY 2006	Department Requested FY 2007	Manager's Proposed FY 2007
POSITION SUMMARY					
City Funded Full-Time	5	5	5	7	6
TOTAL FTE	5	5	5	7	6
BUDGET SUMMARY					
Salaries	\$298,218	\$297,388	\$297,388	\$418,133	\$379,003
Employee Benefits	94,646	97,918	97,918	151,639	136,052
Contractual Services					
Maintenance and Repair	95	100	100	0	0
Professional	5,000	5,000	5,000	5,000	5,000
Miscellaneous	30	0	0	0	0
Other Charges					
Supplies and Materials	1,213	4,825	44,825	5,514	5,514
Training and Conferences	3,687	12,720	12,720	15,820	15,820
Telecommunications	0	100	100	100	100
Postage and Mailing	471	50	50	100	100
Dues & Memberships	709	965	965	2,144	2,144
TOTALS	\$404,069	\$419,066	\$459,066	\$598,450	\$543,733

Financial Services – Office of the Director Budget Description

The Department Requested FY 2007 Financial Services – Office of the Director budget of \$598,450 represents a 42.81% increase of \$179,384 as compared to the Adopted FY 2006 budget of \$419,066.

Significant changes introduced in the Department Requested FY 2007 budget include:

- \$174,466 in Salaries and Employee Benefits reflecting FY 2006 compensation adjustments, increased health insurance premiums and the end of the life insurance premium holiday. This increase also reflects a Financial Professional IV position from the Human Services budget as well as the City Accountant position from the Accounting budget being transferred to this budget.

Major item requested not proposed by the City Manager for funding:

- \$54,717 reduction in Salaries and Benefits to eliminate the Administrative Support Associate III position.

**Financial Services – Office of the Director Performance Measures****Goal 1:**

Provide timely and professional analysis, interpretation, and presentation of the City's financial position.

Objective:

Receive the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association

Performance Measure:	Projected FY 2005	Actual FY 2005	Target FY 2006	Projected FY 2007
Certificate of Achievement for Excellence in Financial Reporting.	Yes	Yes	Yes	Yes

Goal 2:

Ensure the City is financially sound and has an investment grade bond rating

Objective:

Receive a bond rating from the three bond rating agencies

Performance Measure:	Projected FY 2005	Actual FY 2005	Target FY 2006	Projected FY 2007
Maintain at least a AA Bond rating by three bond rating agencies.	AA	AA	AA	AA



Financial Services – Accounting Division. Administers the financial, payroll, accounts payable and fixed assets systems and processes for all funds, the largest of which is the General Fund. The Division also prepares financial analysis for City Council, Administration and Departments, as well as required reports for Federal/State/Local and other regulatory agencies, auditors, private sector financial entities and the citizenry. In addition, the Division accounts for Federal and/or State funded grants/projects, performs cash management/investment functions, administers the debt portfolio and compiles all the information necessary to complete the annual independent audit.

	Actual FY 2005	Adopted FY 2006	Revised Estimate FY 2006	Department Requested FY 2007	Manager's Proposed FY 2007
POSITION SUMMARY					
City Funded Full-Time	15	14	14	13	13
TOTAL FTE	15	14	14	13	13
BUDGET SUMMARY					
Salaries	\$520,792	\$542,118	\$562,107	\$539,636	\$539,636
Employee Benefits	181,866	196,037	201,364	211,279	211,279
Contractual Services					
Maintenance and Repair	753	1,000	3,016	5,850	5,850
Auditing	66,692	180,129	217,879	180,129	65,129
Fiscal	30,000	30,000	30,000	32,000	32,000
Printing and Binding	668	1,600	1,600	1,700	1,700
Advertising and Public Relations	51	0	0	100	100
Banking Services	71,821	69,904	71,154	71,400	71,400
Miscellaneous	0	0	0	435	435
Other Charges					
Supplies and Materials	19,275	22,484	22,484	25,705	25,705
Training and Conferences	12,968	28,235	28,235	34,775	33,775
Telecommunications	284	550	550	550	550
Postage and Mailing	4,573	5,200	5,200	5,460	5,460
Dues & Memberships	929	1,570	1,570	2,080	2,080
Miscellaneous	550	550	550	550	550
TOTAL	\$911,222	\$1,079,377	\$1,145,709	\$1,111,649	\$995,649

**Financial Services – Accounting Division Budget Description**

The Department Requested FY 2007 Financial Services – Accounting Division budget of \$1,111,649 represents a 2.99% increase of \$32,272 as compared to the Adopted FY 2006 budget of \$1,079,377.

Significant changes introduced in the Department Requested FY 2007 budget include:

- \$12,760 increase in Salaries and Employee Benefits reflecting FY 2006 compensation adjustments, increased health insurance premiums and the end of the life insurance premium holiday net of the transfer of the City Accountant position to the Financial Services – Director Budget.
- \$4,850 increase in Maintenance and Repair for various pieces of office equipment.
- \$3,221 increase in Supplies and Materials reflecting an overall increase in cost.
- \$6,540 increase in Training for staff to attend Virginia Government Finance Officers Association Certification and Investments Training.

Major items requested not proposed by the City Manager for funding include:

- \$115,000 reduction in Auditing to correct a budgeting error.
- \$1,000 reduction in Training & Conferences.

Financial Services – Accounting Division Performance Measures**Goal 1:**

Facilitate timely and accurate payments to vendors for goods and services provided to the City.

Objective:

Improve the percentage of payments made within 45 days.

Performance Measure:	Projected FY 2005	Actual FY 2005	Target FY 2006	Projected FY 2007
Increase of Payments made within 45 days	15%	25.15%	15%	25%

Goal 2:

Provide timely and professional analysis, interpretation, and presentation of the City's financial position through financial reporting and oversight.

Objective:

Complete the Comprehensive Annual Financial Report and deliver to the State Auditor of Public Accounts by December 5 of each year.

Performance Measure:	Projected FY 2005	Actual FY 2005	Target FY 2006	Projected FY 2007
Date of "close" of fiscal year and completion of the annual audit.	12/5/05	11/30/05	12/5/06	12/5/07

Goal 3:

Provide effective education of City financial system users

Objective:

Provide users with the training necessary to perform their jobs effectively and efficiently through the use of the City's financial system.

Performance Measure:	Projected FY 2005	Actual FY 2005	Target FY 2006	Projected FY 2007
Number of training classes provided	1	6	2	3



Financial Services – Billings & Collections Division. Primarily responsible for the billing and collection, both current and delinquent, of substantially all City revenues. This division provides for the billing and collection of real estate taxes, personal property taxes, business license taxes, water and sewer bills, parking tickets, delinquent ambulance bills, vehicle decals, trash tags and a variety of other revenues due the City.

	Actual FY 2005	Adopted FY 2006	Revised Estimate FY 2006	Department Requested FY 2007	Manager's Proposed FY 2007
POSITION SUMMARY					
City Funded Full-Time	24	24	23	23	23
TOTAL FTE	24	24	23	23	23
BUDGET SUMMARY					
Salaries	\$625,197	\$644,738	\$664,795	\$696,313	\$696,313
Employee Benefits	243,038	260,950	271,954	299,836	299,836
Contractual Services					
Maintenance and Repair	12,295	11,200	11,200	2,704	2,704
Professional	(896)	12,000	12,000	5,500	5,500
Temp. Personnel	11,799	12,000	12,000	5,000	3,000
Advertising and Public Relations	1,299	1,000	1,000	2,750	2,750
Miscellaneous	2,406	4,058	10,558	2,350	2,350
Other Charges					
Forms & Stationery	23,736	52,503	52,503	31,542	31,542
Office Supplies	23,208	14,400	14,400	24,371	24,371
Supplies and Materials	885	96	96	96	96
Training and Conferences	7,562	6,850	6,850	6,200	6,200
Telecommunications	456	490	490	540	540
Postage and Mailing	160,555	160,000	160,000	183,635	183,635
Dues & Memberships	670	385	385	200	200
Miscellaneous	5	0	0	0	0
Rental and Leases	2,548	2,668	2,668	2,684	2,684
Capital Outlay	0	21,210	21,210	0	0
TOTAL	\$1,114,763	\$1,204,548	\$1,242,109	\$1,263,721	\$1,261,721

***Financial Services – Billings and Collections Division Budget Description***

The Department Requested FY 2007 Financial Services – Billings and Collections Division budget of \$1,263,721 represents a 4.91% increase of \$59,173 as compared to the Adopted FY 2006 budget of \$1,204,548.

Significant changes introduced in the Department Requested FY 2007 budget include:

- \$90,461 increase in Salaries and Employee Benefits reflecting FY 2006 compensation adjustments, increased health insurance premiums and the end of the life insurance premium holiday.
- \$8,496 decrease in Maintenance and Repairs reflecting the transfer of two maintenance contracts to Information Technology.
- \$6,500 decrease in Legal fees reflecting the use of an attorney for delinquent property auctions yielding greater revenues that offset expenses.
- \$7,000 decrease in Temporary Personnel reflecting the elimination of the decal and the need for additional personnel to assist with the sale of them.
- \$20,961 decrease in Forms and Stationary reflecting the elimination of pre-printed forms for taxes and utility bills and other cost saving measures.
- \$9,971 increase in Office Supplies reflecting the cost of replacement of several printers and adding machines that have worn out.
- \$23,635 increase in Postage and Mailing reflecting the rising postage rates and the outsourcing of printing of tax and utility bills.
- \$21,210 decrease in Specific Use Equipment-Capital Outlay reflecting a one-time purchase in FY 2006.

Major item requested not proposed by the City Manager for funding:

- \$2,000 reduction in Temporary Services.

Financial Services – Billings and Collections Division Performance Measure

Goal 1:

Make the payment of taxes and fees by citizens and businesses as easy as possible.

Objective:

Provide as many different ways to accept payments as possible.

Performance Measure:	Projected FY 2005	Actual FY 2005	Target FY 2006	Projected FY 2007
Increase number of payment methods	5	7	7	8
Increase number of types of bills that can be paid electronically	4	4	5	6
Increase number of payments made electronically	1,440	8,892	10,000	12,000



Financial Services – Budget Division. Responsible for working with the City Manager’s Office to develop the annual operating budget and capital improvement program. This Division assists City departments, agencies and citizens with budget matters and questions; as well as preparing and managing both the operating budget and capital improvement programs. The Division also provides research, data compilation and various management reports related to budget matters.

	Actual FY 2005	Adopted FY 2006	Revised Estimate FY 2006	Department Requested FY 2007	Manager's Proposed FY 2007
POSITION SUMMARY					
City Funded Full-Time	2	2	2	2	2
TOTAL FTE	2	2	2	2	2
BUDGET SUMMARY					
Salaries	\$85,739	\$85,042	\$85,042	\$86,908	\$86,908
Employee Benefits	28,328	30,252	30,252	33,951	33,951
Contractual Services					
Printing and Binding	3,748	8,513	8,513	12,770	12,770
Advertising and Public Relations	141	0	0	0	0
Miscellaneous	402	0	0	0	0
Other Charges					
Supplies and Materials	1,869	1,450	1,450	1,450	1,450
Training and Conferences	1,245	5,000	5,000	5,000	5,000
Postage and Mailing	46	100	100	100	100
Dues & Memberships	35	750	750	750	750
TOTAL	\$121,553	\$131,107	\$131,107	\$140,929	\$140,929

**Financial Services – Budget Division Budget Description**

The Department Requested FY 2007 Financial Services – Budget Division budget of \$140,929 represents a 7.49% increase of \$9,822 as compared to the Adopted FY 2006 budget of \$131,107.

Significant changes introduced in the Department Requested FY 2007 budget include:

- \$5,565 increase in Salaries and Employee Benefits reflecting FY 2006 compensation adjustments, increased health insurance premiums and the end of the life insurance premium holiday.
- \$4,257 increase in Printing and Binding services reflecting increased printing costs for the Proposed and Adopted budget books.

All major items requested were proposed by the City Manager for funding.

Financial Services – Budget Division Performance Measures**Goal 1:**

Provide a proposed budget document to City Council within a timeframe that allows timely adoption.

Objective:

To ensure City Council has adequate time to review and discuss the proposed book prior to adoption.

Performance Measure:	Projected FY 2005	Actual FY 2005	Target FY 2006	Projected FY 2007
Proposed document is delivered to Council prior to its first scheduled Work Session in March.	Yes	Yes	Yes	Yes

Goal 2:

Provide financial management information to Council, departments, agencies, investors and citizens to increase confidence in City government and make informed decisions about provisions of services and City resources.

Objective:

Ensure that policy makers and stakeholders have clear, reliable information on how tax dollars are spent and understand the value they are getting in terms of results.

Performance Measure:	Projected FY 2005	Actual FY 2005	Target FY 2006	Projected FY 2007
Publish accurate and informative financial documents that comply with other GFOA Distinguished Budget Presentation Award standards.	No	Presented with Award for FY 2006 Adopted Budget	Yes	Yes



Financial Services – Procurement Division. Provides a full range of service to internal and external customers in the acquisition of goods and services, including construction and professional services, recordation and disposition of City owned surplus property, provides mail services to City departments and maintains City Hall copiers.

	Actual FY 2005	Adopted FY 2006	Revised Estimate FY 2006	Department Requested FY 2007	Manager's Proposed FY 2007
POSITION SUMMARY					
City Funded Full-Time	4	4	5	5	4
TOTAL FTE	4	4	5	5	4
BUDGET SUMMARY					
Salaries	\$165,428	\$176,930	\$176,930	\$195,040	\$162,040
Employee Benefits	45,053	57,918	57,918	78,016	78,016
Contractual Services					
Maintenance and Repair	295	0	0	0	0
Temporary Personnel	795	0	0	0	0
Advertising and Public Relations	647	1,500	1,500	1,000	1,000
Miscellaneous	24,900	0	648		
Other Charges					
Supplies and Materials	3,185	7,400	7,400	5,400	5,400
Training and Conferences	11,113	13,500	13,500	15,000	15,000
Telecommunications	241	200	200	300	300
Postage and Mailing	793	1,600	1,600	1,800	1,800
Inventory	1,708	2,900	2,900	2,000	2,000
Dues & Memberships	990	1,020	1,020	1,200	1,200
Courtesies to Guests	42	0	0	0	0
Rental and Leases	17,449	18,171	19,520	20,880	20,880
TOTAL	\$272,639	\$281,139	\$283,136	\$320,636	\$287,636

**Financial Services – Procurement Division Budget Description**

The Department Requested FY 2007 Financial Services – Procurement Division budget of \$320,636 represents a 14.05% increase of \$39,497 as compared to the Adopted FY 2006 budget of \$281,139.

Significant changes introduced in the Department Requested FY 2007 budget include:

- \$38,208 increase in Salaries and Employee Benefits reflecting FY 2006 compensation adjustments, increased health insurance premiums and the end of the life insurance premium holiday.

Major item requested not proposed by the City Manager for funding:

- \$33,000 reduction in Salaries and Benefits to reorganize staff positions.

Financial Services – Procurement Division Performance Measures

Goal 1: Improve internal customer awareness of division services, through education of end users.

Objective: Establish regular training sessions in regard to the procedural requirements of the purchasing process. Training on “The Basics of Procurement” was held in various departments throughout the month of May 2005 with 180 employees attending.

Performance Measure:	Projected FY 2005	Actual FY 2005	Target FY 2006	Projected FY 2007
Increase internal customer satisfaction based on an internal customer service survey conducted annually.	Conduct survey	Survey conducted April 2005	7-10% increase	Additional 5% increase

Goal 2: For all staff to receive Certification in Public Procurement

Objective: Establish the highest level of knowledge and professionalism within the Procurement Division. Will provide long term benefits to internal and external customers.

Performance Measure:	Projected FY 2005	Actual FY 2005	Target FY 2006	Projected FY 2007
Certified Employees	Not measured	Not measured	50%	100%



Financial Services – Human Services Financial Division Provides financial services to Juvenile and Social Services, the Detention Home Fund, and the Comprehensive Services Act Fund. Services include accounting for all State, federal, and local revenues within these funds..

	Actual FY 2005	Adopted FY 2006	Revised Estimate FY 2006	Department Requested FY 2007	Manager's Proposed FY 2007
POSITION SUMMARY					
City Funded Full-Time	0.00	0.00	0.00	10.00	10.00
City Funded Part-Time	0.00	0.00	0.00	2.05	1.55
TOTAL FTE	0.00	0.00	0.00	12.05	11.55
BUDGET SUMMARY					
Salaries	\$0	\$0	\$0	\$391,570	\$376,604
Employee Benefits	0	0	0	146,457	145,313
Contractual Services					
Advertising and Public Relations	0	0	0	50	50
Miscellaneous	0	0	0	80	80
Other Charges					
Supplies and Materials	0	0	0	2,510	2,510
Training and Conferences	0	0	0	3,450	3,450
Postage and Mailing	0	0	0	100	100
Dues & Memberships	0	0	0	400	400
Miscellaneous	0	0	0	100	100
TOTAL	\$0	\$0	\$0	\$544,717	\$528,607
Less Revenues from Finance Social Services - Federal				(284,085)	(267,975)
Less Revenues from Finance Social Services - State				(67,639)	(67,639)
Less Revenues from Finance Juvenile Services - State				(12,000)	(12,000)
TOTAL CITY COST	\$0	\$0	\$0	\$180,993	\$180,993

Financial Services – Human Services Financial Division Budget Description

The Department Requested FY 2007 Financial Services – Human Services Financial Division budget of \$544,717 represents a 100% increase of \$544,717 as compared to the Adopted FY 2006 budget of \$0.

Significant changes introduced in the Department Requested FY 2007 budget include:

- This budget is being transferred from the Juvenile and Social Services Department budgets to the Financial Services Department budget in FY 2007.

Major item requested not proposed by the City Manager for funding:

- \$16,110 reduction in Salaries and Benefits to eliminate a part-time position.



Financial Services – Human Services Financial Division Performance Measure

Goal 1:

Facilitate timely and accurate payments to vendors for Title IV-E and Comprehensive Services Act related services provided to the City.

Objective:

Improve the percentage of payments made within 45 days.

Performance Measure:	Projected FY 2005	Actual FY 2005	Target FY 2006	Projected FY 2007
Increase of Payments made within 45 days	Not Measured	Not Measured	10%	10%